

**2006/07**

**GRANT PROGRAM GUIDELINES  
FOR  
CALIFORNIA CULTURAL CROSSROADS  
PROJECTS**

**Application deadline:  
4:00 p.m., January 26, 2006**

**Funding Source:  
Library Services and Technology Act**

**California State Library**

## **I. INTRODUCTION**

Many libraries have developed a variety of creative ways to attract non-users into the library. One means is for the library to provide ethnic cultural programming. On a competitive basis, this program will provide grants to libraries to bring ethnic cultural programming into the library that will entice underserved ethnic community members to visit and utilize the library for their educational and recreational information needs. To ensure the programming will continue beyond the grant funding, successful applications will be required to enter into a joint venture agreement with their partnering cultural entity.

*Examples of past pilot projects:*

*Example #1:*

In a community with an underserved African American population, the library establishes a joint venture with an African American Culture organization. The organization benefits by having a regular location where they can present educational programs on African American Culture. The library benefits from having a source of speakers for their ongoing library programming on the topic.

*Example #2:*

In a community with an underserved Latino population, the library establishes a joint venture with a nearby history museum resulting in the museum bringing its history programs and displays into the exhibit and the library holding educational programs in the museum.

*Example #3:*

In a community with a large population of underserved Spanish language speakers from a variety of South and Central American countries, the library partners with a Latino film festival. The partnerships results in the festival having a library facility where films can be screened throughout the year, and the library now has an ongoing series of multicultural film programs showing at their library.

## **II. PROGRAM OBJECTIVES**

- Members of underserved ethnic groups of all ages will utilize the library for their educational and recreational information needs.
- Through establishment of a joint venture agreement with a cultural entity, the library will provide regular, ongoing ethnic cultural programming and increase its visibility and presence in the community.

### III. AWARDS

Up to ten successful applicants will receive:

- A grant of \$25,000 which can be used for activities such as:
  - Meeting expenses related to establishing the formal joint venture agreement between the parties involved
  - Allowable programming costs
  - Printing and other expenses related to promoting the new joint venture
  - Reimbursement of travel expenses
  - Temporary staff

*Unallowable* uses of grant funding include:

- Costs of alcoholic beverages
- Entertainment costs, including amusement, diversion, and social activities and any costs directly associated with such costs
- Costs of organized fund raising, investment counsel and staff and similar expenses incurred to enhance income from investments
- Lobbying

A list of allowable and unallowable uses of LSTA funding can be found at [www.library.ca.gov/assets/acrobat/restrict.pdf](http://www.library.ca.gov/assets/acrobat/restrict.pdf).

- On-site consultation as needed, in establishing the joint venture agreement, effective partnerships, and programming planning and promotion issues.

A clarification of the term “programming” may be helpful. Programming can be any planned event that enhances the role of the library as a community provider of public interest content of interest to all ages, promotes lifelong learning and the unique contribution of the library as a cultural institution, and introduces attendees to library resources and related services or activities. The program may provide information by means such as presentations, films storytelling, plays, speeches, discussion groups, etc. The event must be sponsored and/or hosted by the library on-site unless organized cooperatively with a partner such as a museum. Programs at sites such as museums, schools, literary clubs or service clubs are allowable if the library is a lead organizer or cooperating sponsor. The library must be responsible for, or substantially contribute to, the planning of the agenda, content, delivery, funding or staff needed to offer the event, and be credited as such.

Confusion may exist between the scope of programming and entertainment. To be acceptable for LSTA funding, the activity must be relevant to the program theme of the event and an integral part of a larger library effort that includes elements, such as promotion regarding the library and its collections and post event follow-up such as readings, discussion groups, or traveling exhibits. Creative material is allowable, such as actors performing or reading from historical sources that can be located in the library, musical performances that connect with library materials, or puppetry and storytelling based on literary or historical characters if appropriate for a library audience. Entertainment solely for background accompaniment or publicity value is not encouraged. One test is that if the entertainment were to be eliminated the program would still be able to stand on its own.

#### **IV. PROGRAM DETAILS AND CONDITIONS**

1. Grant awards will only be made to libraries eligible to receive funds under the Library Services and Technology Act.
2. No more than two applications may be submitted by any single library jurisdiction, and no more than one award will be made to any single library jurisdiction under this pilot program. (Past recipients of a Cultural Crossroads Pilot Project grant are eligible to apply, but must target a different audience from that targeted in the pilot program.)
3. Successful applicants are required to send a team, consisting of a library administrator who will be overseeing the project, the library grant project person, and a representative from the partnering ethnic cultural entity to a two day mandatory training to be held in the Sacramento area on May 10 – 11, 2006. The library project person and representative from the partnering cultural entity must also attend a second mandatory training to be held shortly after the project grant year begins. Travel expenses to the training sessions will be reimbursed. Successful applicants must establish a formal written joint venture agreement between the library and the partnering ethnic cultural entity. (Note: Although the primary programming activity may occur at a branch library location, the joint venture agreement must be executed between the overall library administration and the ethnic cultural entity.)
4. Successful applicants must develop a plan as to how the programming resulting from the joint venture will draw the targeted population into the library, and increase their usage of library services.
5. As part of the joint venture agreement, successful applicants must develop a plan for the ongoing sustainability of the programming begun under this grant project.
6. All grant recipients will be required to develop an outcomes measures evaluation plan, and conduct an outcomes measures evaluation of their project. Training in outcomes measures will occur during the mandatory training to be held in May.
7. All funds must be encumbered by June 30, 2007, and all invoices cleared by Thursday, August 30, 2007. Any funds not expended or encumbrances not liquidated by August 30, 2007 must be returned to the State Library.

## **V. REVIEW PROCESS**

All eligible applications will be reviewed. Applications will be scored, and the maximum number of points that can be assigned to each category is listed below.

- Demographic data (10 points)
- Existing relationship with partnering entity (5 points)
- Cultural needs and determination of those needs (10 points)
- Sample anticipated cultural activities/programs (5 points)
- Program promotion to target audience (5 points)
- Program promotion to stakeholders and others (5 points)
- Project continuation (5 points)
- Shared project goals and objectives (10 points)
- Roles and responsibilities of library and partnering entity (30 points)
  - funding
  - staffing
  - supervision
  - operations
  - management
  - data collection and analysis
  - grant reporting requirements
  - project evaluation

All reviews and scores will be forwarded to the State Librarian who makes the final decision regarding awards and non-awards.

The California State Library reserves the right to award less than ten grants at its discretion.

Since one of the goals of this program is for the library and partnering entity to enter into a joint venture agreement for the purpose of creating long term sustainable ethnic cultural programming, we encourage you to review the comparison chart for a partnership versus a joint venture that appears as supplemental information to this application.

## **VI. OUTCOMES MEASURES**

As mentioned earlier in the guidelines, applicants who are successful in receiving a grant will be required to develop an outcomes measurement plan and evaluation after the first requisite training session. Some anticipated user outcomes from this program are as follows:

- Users have pride in their ethnic heritage
- Users have a better understanding of other cultures
- Users have a greater sense of community, improved intergenerational communication, and new role models
- Users had their intellectual curiosity stimulated
- Users have a greater degree of civic and community engagement
- Users developed new interests

## **VII. QUESTIONS**

Questions concerning this targeted grant program should be addressed to:

Kathy Low (916) 653-6822 klow@library.ca.gov  
California State Library  
Library Development Services  
PO Box 942837  
Sacramento, CA 94237-0001

## **VIII. APPLICATION PROCEDURES AND DEADLINE**

The original and five copies of the 2006/07 Cultural Crossroads application for grant funding must be received at the State Library by no later than 4:00 p.m. on January 26, 2006. Note that a postmark date of January 26, 2006 is not acceptable. Applications must be physically received at the State Library by the deadline date and time. Fax copies are not acceptable.

The applications should be mailed to:

Attn: LSTA CCC Grants  
Library Development Services  
California State Library  
PO Box 942837  
Sacramento, CA 94237-0001

For non-postal delivery, the street address is: 900 N Street, Suite 500, Sacramento, CA 95814.

## PARTNERSHIPS

## JOINT VENTURES

<p>Casual Agreement</p> <ul style="list-style-type: none"> <li>• Even casual agreements can be in writing</li> <li>• Library director or staff person can make the partnership commitment</li> </ul>	<p>Written Agreement</p> <ul style="list-style-type: none"> <li>• Agreement is legally binding</li> <li>• Agreement requires an agreed-upon budget &amp; layers of review &amp; approval beyond the library director</li> </ul>
<p>Short-term</p> <ul style="list-style-type: none"> <li>• Partnership is usually activity-, event- or project-based</li> <li>• Partnership usually has a single objective</li> <li>• Relationship has a finite time line with no promise of continuation</li> </ul>	<p>Long-term</p> <ul style="list-style-type: none"> <li>• Joint Venture agreement provides for review, evaluation &amp; change</li> <li>• Joint Venture usually has major goal &amp; many objectives</li> </ul>
<p>Sometimes share resources</p> <ul style="list-style-type: none"> <li>• Library sometimes gives more than it gets</li> <li>• Partners usually provide in-kind resources</li> </ul>	<p>Shared resources necessary</p> <ul style="list-style-type: none"> <li>• Agreement clearly defines who gives what</li> <li>• Sharing is usually fair, equitable and agreed upon in advance</li> </ul>
<p>Sometimes share outcomes</p> <ul style="list-style-type: none"> <li>• Library is often more focused on outcomes than the partner</li> </ul>	<p>Shared outcomes necessary</p> <ul style="list-style-type: none"> <li>• Outcomes &amp; results are equally valued by each partner</li> </ul>
<p>Sometimes share goals</p> <ul style="list-style-type: none"> <li>• Partners may share beliefs or an objective</li> </ul>	<p>Shared goals necessary</p> <ul style="list-style-type: none"> <li>• Partners have a common vision, mission and share well-defined goals &amp; objectives</li> </ul>
<p>Library bears risks and burdens</p> <ul style="list-style-type: none"> <li>• Partnership has limited risks &amp; exposure</li> </ul>	<p>Shared risks and burdens</p> <ul style="list-style-type: none"> <li>• Agreement clearly defines liability for both partners</li> </ul>
<p>Mutual benefits not necessary</p> <ul style="list-style-type: none"> <li>• Partnership success is usually library-focused</li> </ul>	<p>Mutually beneficial</p> <ul style="list-style-type: none"> <li>• Joint Venture success is based on shared decision-making, planning &amp; outcomes</li> </ul>
<p>Accomplish library objectives</p> <ul style="list-style-type: none"> <li>• Because partnership is library-driven</li> <li>• Partnership is neither symbiotic nor sustainable</li> </ul>	<p>Accomplish something neither partner can do alone</p> <ul style="list-style-type: none"> <li>• Because of costs, magnitude of the problem, lack of knowledge, amorphous nature of the issue, or the need to involve a large number of people</li> <li>• Joint Venture creates new entity based on a symbiotic, sustainable relationship</li> </ul>

---

Library leads partnering effort

- No “give & take” required

Library may have to lead, follow or “get out of the way”

- Partners are equal; no one partner is in control
- “Give & take” is necessary for the venture to evolve; library may have to defer in areas beyond their expertise

Source: Shelly Keller; Patty Wong and Claudia Kane; Joint Ventures Workshops



## PARTNERSHIPS (cont.)

## JOINT VENTURES (cont.)

<p>Not exclusive relationship</p> <ul style="list-style-type: none"> <li>• Commitment is not necessarily on-going</li> <li>• Library can probably get what it needs from several potential partners</li> </ul>	<p>Exclusive relationship</p> <ul style="list-style-type: none"> <li>• Requires total commitment of each partner</li> <li>• Agreement may contain a “no compete” clause</li> </ul>
<p>Library driven</p> <ul style="list-style-type: none"> <li>• Library can focus exclusively on its own needs</li> </ul>	<p>Partner driven</p> <ul style="list-style-type: none"> <li>• Requires equal participation by each partner on all levels</li> </ul>
<p>Partners no necessarily equal</p> <ul style="list-style-type: none"> <li>• Partners aren’t necessarily “equals” &amp; this has no consequences</li> </ul>	<p>Partners are equal (valued)</p> <ul style="list-style-type: none"> <li>• Each partner’s role is clearly defined</li> <li>• Partners view each other as equals</li> </ul>
<p>Partners may or may not have input</p> <ul style="list-style-type: none"> <li>• Library determines how much input partner can have</li> </ul>	<p>Partners have equal input</p> <ul style="list-style-type: none"> <li>• Partners work together to develop agreed upon roles</li> <li>• Partners share responsibility for intellectual contribution</li> </ul>
<p>Some trust, accountability, responsibility, commitment</p> <ul style="list-style-type: none"> <li>• Potential partners view library as trustworthy; no need for library to “earn” partner’s trust</li> <li>• Requires responsibility &amp; commitment but not accountability</li> </ul>	<p>High level of trust, accountability, responsibility, commitment</p> <ul style="list-style-type: none"> <li>• Partners work to develop, nurture &amp; maintain trust</li> <li>• Both partners highly value accountability, responsibility &amp; commitment</li> </ul>
<p>Don’t need to have an established relationship</p> <ul style="list-style-type: none"> <li>• Library can partner with strangers because of its perceived value in the community</li> </ul>	<p>Need to have an established relationship</p> <ul style="list-style-type: none"> <li>• Relationship has been cultivated over time</li> <li>• Joint Venture is based on common values &amp; shared experience</li> <li>• Partners know each other, like each other &amp; are motivated &amp; committed to work together</li> </ul>

Source: Shelly Keller; Patty Wong and Claudia Kane; Joint Ventures Workshops